

The Value of Digital Employee Experience: An EMEA Perspective

Why Every Healthcare Organisation in Europe, Middle East & Africa Needs a Digital Workspace Strategy







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Employees Drive Healthcare Success

The healthcare industry is rapidly changing; providing exciting but sometimes challenging moments and opportunities. The technology revolution will re-define the sector – from AI enabled pacemakers, to IoT wearables and 3D printing organs. These are just a handful of innovations we've seen in the last decade that, if successful can help prolong a patient's life or increase their chance of survival. Technology has increasable possibilities, but the potential cannot be achieved without the right talent to both drive innovation behind the scenes and deliver better patient experiences on the frontline.

In healthcare, success and failure take on a whole new meaning. It's not purely focused on company revenue or shareholder return, but about delivering a duty of care. It means when we talk about transformation in the healthcare sector, people need to be put in the middle. Engaging with medical staff to deliver top-quality services to a growing number of patients will improve the global patient experience. But the benefit of new technology can neither be achieved nor shared with patients without the right experience and talent on the frontline.

To meet demand for new technology, CIOs need to invest in the digital tools that streamline burdensome administrative heavy tasks that eats into valuable employee time that could be spent with patients. Faced with the challenge of consistently delivering care to a growing number of patients, in tandem with the shrinking number of medical staff, providing a positive digital working experience to employees has never been more important. They are the playmakers in the fight for talent that healthcare organisations across EMEA are facing, so it makes sense that the right environments and tools are provided to allow them to thrive. Who is responsible for this, is a question organisations need to answer, as confusion still lies between whether it should be the HR or IT teams leading this charge?

The Digital Employee Experience research conducted in 2019 by Vanson Bourne, in partnership with VMware, uncovers what is meant by the digital employee experience and how it can impact healthcare organisations across EMEA. The survey of 305 employees, IT and human resources (HR) decision markers in private and public healthcare organisations reveals that a positive digital employee experience is about giving workers access to the right technologies and applications they want and need to do their jobs, whilst being surrounded by the correct culture and support from senior management. It's not an overnight fix, but the report offers the insight and guidance as to how organisations can begin to address this challenge. Only then, will organisations reap the rewards the technology promises to deliver.

Insights from the Survey

Employee experience — a combination of employee culture, technology, and workstyle — influences and is influenced by digital employee experience. This new survey showcasing employee experience trends shows why putting employees first continues to be a rewarding business strategy.

Key Findings

- 1 Digital employee experience is linked to competitive position, company growth, and employee sentiment.
- 2 In a tight talent market, employee experience matters. Employees are far more likely to recommend their company (net promoter score) if it provides a great digital experience.
- 3 There is a perception gap. Although employees believe IT could do more, IT is focused on delivery speed over employee satisfaction.
- 4 The majority of respondents agree digital employee experience projects are rising in priority, but challenges exist and communication is lacking.
- 5 Employees want a voice, HR is an ideal conduit for expanding digital employee experience, and next steps are clear.

At the top level, the survey revealed a strong correlation between digital employee experience and business success.

1 Digital employee experience is linked to competitive position, company growth, and employee sentiment.

More factors. Better results. Correlating business success and digital experience factors reveals a good digital employee experience contributes to the competitiveness and financial growth of organisations, as well as employees feeling happier at work and recommending their organisations to others.

On average...

EMEA respondents across a range of industries have five digital employee experience factors in their organisation out of ten.

Analysis of the EMEA data shows...

- Leader/pioneer organisations are more likely to have more digital employee experience factors (5.8) than those from organisations that are followers (4.5). High growth/hypergrowth organisations are more likely to have more digital employee experience factors (6.4) than underperforming/not growing companies (4.0).
- High growth/hypergrowth organisations are more likely to have more digital employee experience factors (6.3) than underperforming/not growing companies (3.9).
- Organisations seen as promoters give employees a higher number of digital employee experience factors (6.1) than detractors (4.4).

Additionally...

- Organisations in EMEA planning to add staff give their employees more digital employee experience factors (5.9), than those planning to reduce staff (4.3).
- EMEA respondents who are proud of their organisation and/or report that their organisation is recognised as one of the top places to work have more digital employee experience factors (5.9) than those who don't say these statements (5.0 and 5.1 respectively).

Employees across a variety of industries in EMEA that deliver a better digital employee experience report higher revenue growth:

Digital Experience Factor	High / hypergrowth companies	Underperforming / not growing companies
Have the freedom to work from their personally-owned device	76%	36%
Have access to apps that make them productive from day one	68%	36%
Provided with the apps on any device for their three most important tasks	93%	47%



2 In a tight talent market, employee experience matters. Employees in healthcare organisations are far more likely to recommend their company (net promoter score) if it provides a great digital experience.

Better digital experiences. Easier recruiting. EMEA candidates are paying attention to the digital experience prospective employers provide:

Attracting Talent > Two thirds of employees report the **flexibility of digital** tools required for work, would **influence their decision** to apply for or accept a position at a company

Better digital experiences. Higher retention. Employee turnover is costly and involves more than filling a new role. Companies that keep their best talent retain valuable company and industry knowledge. They avoid redirecting manager and top performer attention from innovation to new hire training.

Promoters from across industries in EMEA give their employees a higher average number of digital employee experience factors — across all digital employee experience factors.

	Promoters	Detractors	Agree...
Retaining Talent >	85%	62%	that outside of email, they have applications on their phone or tablet for the three most important tasks in a given working week*
	81%	53%	they can easily find and install the right app for any new task/process at work
	75%	51%	new employees have access to all the apps and data they need to be productive in their role on the first day of work

*Answer option was asked to only those using smartphones/tablets for work



3 There is a perception gap. Although employees in healthcare organisations believe IT could do more, IT is focused on delivery speed over employee satisfaction.

Better communication. More satisfaction. IT and HR decision makers as well as employees in EMEA want their organisations to prioritise employee experience projects:

81% agree...

“Employee experience projects should be a **top priority** for my organisation”



Prioritisation

How important should digital employee experience be? Seven in ten EMEA respondents say their organisation should place more importance on ensuring employees have the best tools, with 25 percent saying it should be significantly more important.



Perception

Yet perceptions about what is being done to boost employee experience are significantly different in EMEA:

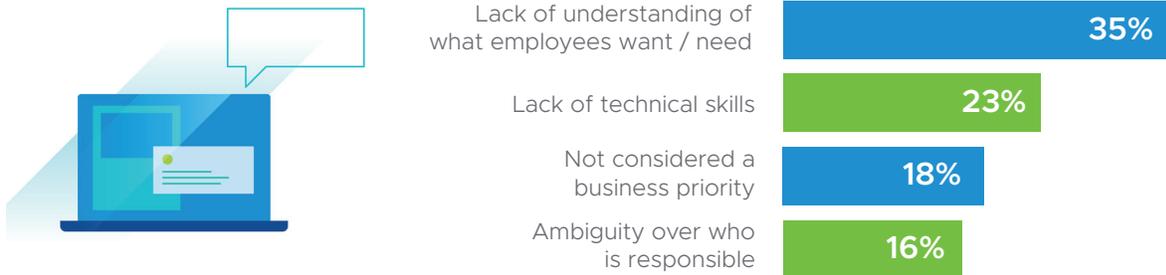


4 The majority of respondents agree digital employee experience projects are rising in priority, but challenges exist and communication is lacking.

Fewer obstacles. Higher priority. Encouragingly, employee experience projects in EMEA companies have become more of a priority in the last year, and this trend is expected to continue into the next year.



This highlights the increasing importance of providing a good digital employee experience and why the following top challenges, as cited by all respondents*, must be overcome.



*respondents who say that there are challenges to delivering the optimum digital experience in their organisation

5 Employees want a voice, HR is an ideal conduit for expanding digital employee experience, and next steps are clear.

Incremental steps. Transformational progress. Who is ultimately responsible for the overall employee experience in EMEA healthcare businesses is still being debated.

- **33%** say the Chief HR Officer
- **25%** say the Chief Executive Officer
- **16%** say the Chief Information/Technology Officer

If you ask just employees in EMEA,

Over **half** of the employees surveyed, **do not know** if they should approach HR or IT about their experience



Yet, whilst it might not be happening across the board, there is little doubt the digital employee experience is a team sport. In EMEA,

Only **18%** report HR and IT collaborate all of the time but **84%** are calling for them to work **better together**

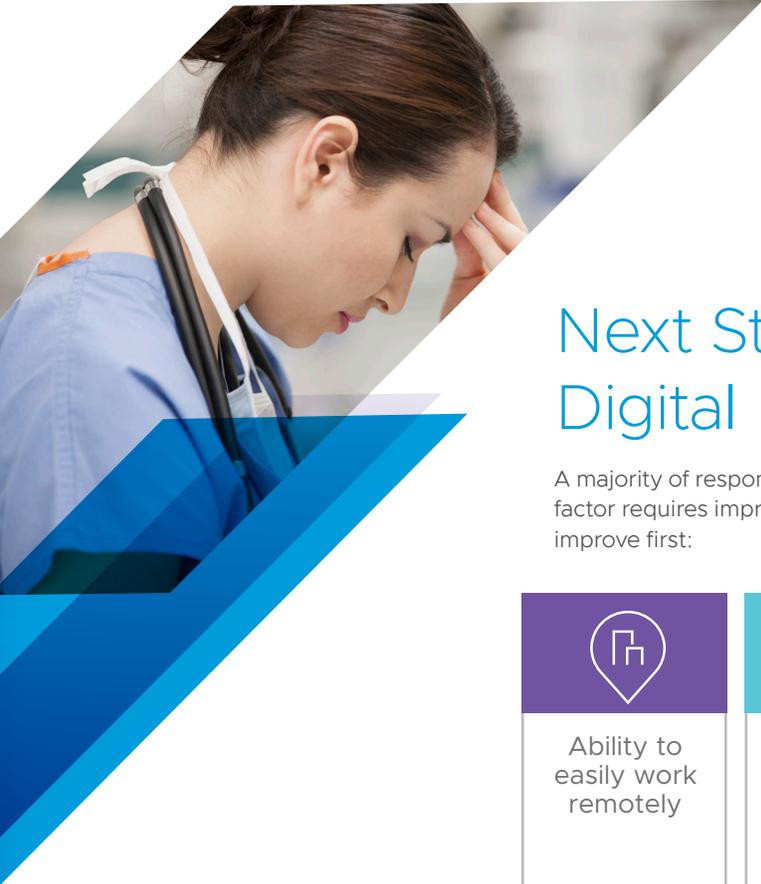
This lack of collaboration, may be because IT and HR aren't communicating and reassuring employees of the work they're doing to improve their digital experience.

Mindset, Tools and Support

EMEA respondents agree IT (63%) and HR (45%) have the right mindset, tools, and internal support to best manage digital employee engagement. But are they doing the job, and doing it well?

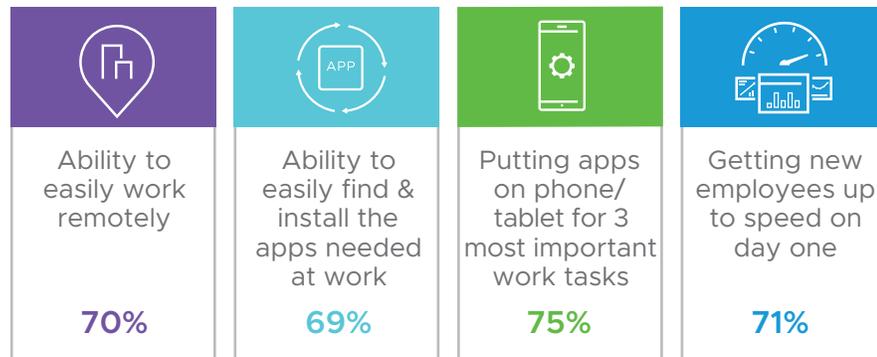
- Over three quarters (73%) of EMEA respondents report HR has at least some responsibility in improving the digital experience, with 8% saying they have complete responsibility.
- Of those who don't think HR has complete responsibility, 80% say HR should have more.

Clearly, respondents across EMEA want HR to play a bigger role in providing digital employee experience, but it's important that HR staff work alongside IT on initiatives — given they're most likely to be the best two departments cited to manage it.



Next Steps to Improve Your Digital Employee Experience

A majority of respondents in EMEA say every digital employee experience factor requires improvement and they rank these four as the factors to improve first:



Today's employees expect to be empowered when it comes to how and where they want to work, with easy and highly available access to the tools and apps they want to use. Empowering employees in this way will help companies recruit and retain talent, improve productivity and company morale.

Those leaders who are already committed to improving the employee experience because they recognise the positive impact it has on business growth, morale and attracting new talent, are adopting the digital workspace approach.

A digital workspace strategy solves the paradox businesses face: employee choice and freedom versus the security of the business. It enables businesses to securely manage multiple devices and applications while delivering exceptional employee experiences in a cost effective and protected manner.

Employees are now seen as key stakeholders when it comes to understanding how digital services are consumed at work. By establishing a new engagement model between IT, HR and employees, businesses across EMEA can empower people to choose the tech they want, at the speed organisations need.

A digital workspace platform, such as VMware Workspace ONE®, fuels modern work and delivers results:

		
building a culture of choice	going beyond meeting requirements	focusing on meaningful moments

Digital employee experience is linked to competitive position, company growth, and employee sentiment. Enterprises in EMEA that put their employees first put their businesses first.

Learn more at <https://www.vmware.com/radius/topic/digital-workspace/>.

Appendix

Business Success

To level set, respondents across EMEA were asked about their organisations' overall success, including:

- Competitiveness in their industry
- Annual revenue growth (asked to only supervisors and above)
- Staff planning levels
- Attitudes toward their organisation

Within and across categories, the responses of those surveyed in EMEA were tabulated and analysed. Companies were categorised as leaders/pioneers; middle of the pack, or followers based on respondents' answers. Annual revenue growth responses put organisations into one of five categories: underperforming (-1%+)/not growing (0%); low growth (1-5%); medium growth (5-15%); high growth (15-25%)/hypergrowth (25%+); and don't know.

Finally, analysis was done on attitude questions to determine Net Promoter Score categories, assigning those surveyed into promoter, detractor, or passive respondents.

Digital Experience Factors

Many factors contribute to digital employee experience. Table 1 shows whether the answer "yes" or "no" to each question was a contributor to a good digital experience, enabling an average to be calculated to understand how many factors EMEA respondents have at their organisations. (The maximum number of digital employee experience factors respondents could have is 10.)

ANSWER YES OR NO TO THE FOLLOWING QUESTIONS ABOUT YOUR DIGITAL EMPLOYEE EXPERIENCE AT WORK	YES	NO
Does your organisation let you choose between using a MAC or PC for work purposes?	✓	
Does your organisation let you choose between using Android or iOS for work purposes?	✓	
Does your organisation give you the freedom to work from your personally owned device(s)?	✓	
Does your organisation give you the ability to work from anywhere as easily as from in the office?	✓	
Does your organisation give new employees access to all of the apps and data they need to be productive in their role on the first day of the job?	✓	
Do you need multiple passwords to get through a working week?		✓
Do you ever have to take/send your device to IT to update or fix?		✓
Can you easily find and install the right app for any new task/process at work?	✓	
Outside of email, do you have applications on your phone or tablet for the three most important tasks in a given working week?	✓	
Does your organisation have policies and practices to stop you taking files and email messages if you left the company?	✓	
Regardless of whether you actually would, if you left your organisation tomorrow, could you take email messages and files with you?		✓

Table 1. Digital employee experience factors

